RECORDS MANAGEMENT PROGRAM

SURVEY REPORT
OF THE

RECORDS INTEGRATION STAFF

AND

WESTERN HEMISPHERE DIVISION

PREPARED BY:

Records Management & Distribution Branch
General Services Office
Central Intelligence Agency

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TO   : Chief, FI   DATE: 21 July 1953

FROM   : Chief, General Services Office

SUBJECT: Records Survey of Records Integration Staff and Western Hemisphere
          Division

      1. There is forwarded herewith ten (10) copies of the
Records Survey conducted by a survey team consisting of⎯⎯⎯⎯⎯⎯⎯⎯   25X1
⎯⎯⎯⎯⎯⎯⎯Chief, Records Management and Distribution Branch, and
⎯⎯⎯⎯⎯⎯⎯⎯⎯Chief, Records Services Division, General
Services Office.

      2. As you are aware, this survey was conducted with some
restrictions as to the examination of certain types of communica-
tions and review of actual file material. It is not believed,
however, that these restrictions have in any way deterred the
over-all concept of the survey with respect to an adequate
records program for the DD/P. Our recommendations are sincere
and objective. The savings are estimates only and may increase
or decrease as experience indicates in accomplishing each installa-
tion, should the recommendations be adopted. Qualified representa-
tives of the General Services Office will be available to discuss
the findings and recommendations with you or your staff at your
convenience.

      3. To assist you in an evaluation of the findings and recommen-
dations of the survey, it is recommended that you forward copies
of the survey to each area division and staff activity under DD/P
for review and comment. I believe that the results would be
beneficial in connection with the evaluation of the survey itself
and also of valuable assistance in determining the future direc-
tion of the records program and the requirements of the various
DD/P activities.

      4. I want to express my personal gratitude for the splendid
cooperation which you and the personnel of the Western Hemisphere   25X1
Division gave in assisting us in the completion of this survey.

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RECORDS MANAGEMENT SURVEY OF

RECORDS INTEGRATION STAFF AND THE

WESTERN HEMISPHERE DIVISION,

FOREIGN INTELLIGENCE

Prepared by
Records Management and
Distribution Branch
General Services Office
July 1953

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SUMMARY

I. GENERAL

The common demoninator of a Records Management Program is the standardization of methods and procedures. Basic to the success of a records program is the organizational concept required for the efficient management of records. To be truly successful in carrying out the program a "blueprint" for it must be prepared in advance in order to avoid digression in the establishment of useless and inefficient procedures and records. For many years, the trend has been toward the centralization of records because it was felt that the establishment and observance of standards and actual accomplishment of the disposition of inactive records could best be realized by this means. However, results have now proved that this concept had many shortcomings which ultimately defeated rather than served an efficient program. These included duplication of central records by operating offices, incorrect indexing and classification of file by filing personnel forecasting probable reference use, inconvenient location of files for daily use, serious delays in processing incoming and outgoing material, delays in responding to requests for reference material, inability of the central facility to quickly locate and obtain reference material for users in other activities, failure of operating office to return files within a reasonable time, the removal of pertinent papers from the files, and many other problems too numerous to mention.

Because of these factors the theory of centralized files has deteriorated and now the trend is in the direction of decentralized processing and filing with centralized control on a staff basis. The staff standardizes the systems and procedures, and directs, supervises, and surveys compliance with the prescribed standards.

In addition, rapid growth and increase in volume (160% increase from 1950 to 1952 in RI) will always lead to the decentralized method of operation. The facts found in this survey, and the careful consideration of the problem has led us to the same conclusion, and decentralized files with centralized control serves as the foundation of the recommendations of this report.

II. FINDINGS

The importance and value of the Central Index has, apparently, over the past few years led to the expansion of RI and the addition of functions to that Staff from time to time as individual problems arose. Undoubtedly, the planning of certain control and other centralized functions temporarily solved the problem when the organization was small, compact, and when to say the least it was difficult to conceive of the volume and scope of DD/P operations, and therefore difficult to anticipate, comprehend and foresee the complexity of the eventual records problem. Briefly, the findings of the survey team were:

A. Unreasonable delay in delivering incoming pouch material to area divisions. (See Page 49.)

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B. The processing of incoming and outgoing documents by RI is ignored by area divisions and the filing preclassification of documents is not followed by area divisions. (See Page 37, paragraph a.)

C. That the reference service of RI is inadequate and cannot be made adequate under the present system. (See Pages 38 and 39.)

D. That there is a lack of uniformity within DD/P of procedures for indexing, filing, and maintaining of records, and therefore "prop" records of miscellaneous varieties have been established. (See Page 37, paragraph a. and Page 44.)

E. That consolidation in RI of information on a given personality or subject matter is delayed for long periods thereby necessitating unreasonable delays in collecting data for reference purposes. (See Page 41.)

F. That the records personnel and activity is centralized in RI, although a substantial portion of the records are in WH and the same is probably true in other area divisions and staffs.

G. That there is no apparent effort to control the creation of records.

H. That there is no standard nor procedure for the disposition of records.

I. That reference material withdrawn from RI is frequently retained by the operating divisions for extended periods.

J. That OSS records have been withdrawn from RI and no concerted effort is being made to recall or maintain them.

K. That there are needless delays in preparing summary memoranda in reply to requests for name check information.

L. Briefly it may be said that the present record keeping methods will eventually lead to an unmanageable problem with definite limitations on the use and therefore value of accumulated records.

III. RECOMMENDATIONS

In order to establish and operate a successful records management program within the DD/P area it is recommended that the following action be taken:

A. Abolish the existing RI Staff.

B. Establish a Records Services Staff (6 employees) under the CA/DD/P to prescribe and maintain uniform systems within DD/P in Washington and in the field, for the creation, maintenance and disposition of records; to study existing "prop" records, and standardize on the most useful and effective types; to determine those records which can be better maintained by the use of electric accounting machine technique; to select, train and assign records personnel to area divisions and staffs under DD/P as well as field stations; and to conduct periodic records surveys; and to

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supervise the following activities:

1. [   ] employees) to maintain   **25X1**
the central index facility, consisting of:

(a) An alphabetical index file of personalities and subject matter
on 5x8 inch cards, containing summaries of Field Reports.

(b) A file of all Field Reports maintained in numerical sequence
by field station.

(c) A complete set of disseminated reports filed numerically by
dissemination number, and cross referenced to Field Reports.
(Note: An administrative regulation should be established that
files may not be removed from this facility, in order that ~
reference material is constantly available.)

2. [   ] employees) to   **25X1**
distribute regulations and notices to DD/P activities.

3. [   ] employees) to pick up   **25X1**
and deliver mail between staff and division registries (file station).

4. [   ] employees) to perform   **25X1**
duties in connection with the administration and control of code
designations in CIA, including pseudonyms, aliases, cryptonyms, and
special indicators.

C. Establish registries (file stations) for each staff and area division
under DD/P. Area division registries (approximately [   ]   **25X1**
[   ] for each of the other 6 area divisions) will:

1. Control and process incoming and outgoing pouches.

2. Maintain the following files:

(a) A signed copy of each pouch manifest.

(b) A copy of operational reports and records.

(c) Field Reports filed numerically by field station.

(d) Administrative records.

(e) Cable file

(f) A CE file on 5x8 cards containing information summarized from
Field Reports.

(g) Top Secret and indicator documents file.

3. Prepare duplicate copies of CE cards (See paragraph C-2-(f) above.)
for the Central Index Section.

4. Prepare replys to requests for OW information.

5. Maintain Vital Materials Program.

6. Dispose of inactive material to the CIA Records Center.

7. Internal distribution of mail.

D. That subject to survey of the requirements of staff activities, that staff registries (file stations) (_____ employees each) be established 25X1 for PM, FI, PPW, TSS, and DDP/Admin. (_____ employees - total)   25X1 to:

1. Maintain such files as are required to be maintained to be later determined by survey and study.

2. To act as liaison to the _____   25X1

3. To maintain the Vital Materials.

4. To distribute mail internally.

5. To dispose of inactive files to the CIA Records Center.

E. Transfer the responsibility for maintaining the OSS Archival material to the Records Management and Distribution Branch, Records Services Division, General Services Office.

F. Investigate the possible use of a secure teleautograph or teletype circuit for rapid and secure transmission between the proposed registries and the _____

G. The above recommendations represent justifiable duplication as the utilization of records is on an area and a global basis. To eliminate one in favor of the other would give rise to those conditions which exist today. However, according to the concepts recommended all of the actual processing, except duplicate filing, would be done in the area division registries.

IV. IMPLEMENTATION OF RECOMMENDATIONS

If the above recommendations are adopted, it is recommended that:

A. A trial installation be made in WH Division.

B. That after completion of (A) above, installation be made in a staff activity.

C. That thereafter a schedule be established for installation in divisions and staffs.

D. Personnel of GSO will assist in each installation as required.

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V.   ESTIMATED SAVINGS

It is estimated that the following personnel will be required to implement
the recommendations made herein:

WH Division   25X1
Other Area Divisions - Total

Staff Activities
Records Services Staff

    Total

Present RI Ceiling   positions
Required for this plan   positions

    Difference   positions

The above represents a saving of [   ] positions   25X1
or a total of $529,100.

It must be emphasized that these savings are estimates only, and are subject
to review and audit after the installation has been completed. Other savings
will be realized through avoiding the purchase of equipment and man hours
saved under the proposed new system. However, all savings can be only
accurately determined after the installation is complete.

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SECTION I - AUTHORITY FOR THE SURVEY AND THE OBJECTIVES
OF THE SURVEY

1. Authority. At a meeting on 9 September 1952 conducted jointly by

25X1

[   ] DD/P and [   ]

25X1

[   ] Chief, General Services Office, it was mutually agreed
that a team of General Services personnel would examine present
DD/P Registry procedures and make recommendations as appropriate
for the improvement of procedural efficiency and service. A subse-

25X1

quent agreement with [   ] Chief, Foreign Intelligence,
broadened the scope of this assignment to include similar examination
in the activities of the Western Hemisphere Division.

2. Objectives. The Records Management survey team from the General Serv-
ices Office was generally guided by the original authority as stated above.
However, with the addition of the Western Hemisphere Division to the survey,
there was a broadening of objectives to include the evaluation of other
records management techniques. This included an examination into the use
and location of records and records facilities and, to some extent, a
preliminary evaluation of records created and collected by the Western
Hemisphere Division. As a consequence the primary objective was concerned
with the overall records management program.

3. Activities. The activities of the survey team included the following:

   a. Review of Records Integration Staff procedures;
   b. Review of WHD mail and records procedures;
   c. Review of selected documents maintained in the RI file room;
   d. Review of selected documents maintained in WHD;
   e. The taking of an inventory of the records accumulation in WHD
      (an inventory of WHD records maintained in RI was furnished
      the survey team by the Chief, RI);
   f. Conferences and discussions with Division and RI personnel:

SECTION II - FUNCTIONS, PROCEDURES, ORGANIZATION
AND PERSONNEL

1. Records Integration Staff

Functions

a. Provide facilities for the centralized processing, collation,
integration, maintenance, and operational servicing of all
reports, correspondence, communications and information pro-
duced or received by the DD/P offices.

b. Receive and dispatch all reports, correspondence, communications
(except those transmitted electrically), and information, as
well as other types of materials for the offices under the DD/P.

c. Receive and dispatch all incoming and outgoing pouch mail for
entire CIA.

d. Establish and operate required analytical and processing pro-
cedures.

e. Develop and maintain CIA cryptic reference system.

f. Maintain the DD/P Top Secret accounting system.

g. Maintain and operate a central registry.

h. Prepare summary memorandum replies to name check requests re-
ceived from other CIA office and government agencies.

i. Administer the CIA vital documents and records management pro-
grams within the DD/P organization.

j. Train headquarters and field personnel in RI records techniques
and procedures.

Organization and Personnel

There follows on Page 5 a chart showing the organizational structure,
the distribution of personnel by sections, and the classification grades.

Procedures

The general procedures for processing documents throughout the various
organizational units of the Records and Integration Staff are shown on the flow
charts on Pages - 6-11

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Procedures pertinent to each organizational unit of AI are shown with statement of the functions of the respective organization to which they pertain, beginning on Page 4.

Personnel

Number of Positions, Office of Chief [ ]

25X1

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2. Cryptic Reference

Functions

a. Administer and control the initial issuance of all code desig-
nations in CIA.

b. Develop pseudonyms, aliases, cryptonyms, digraphs, and special
indicators used by agents and staff personnel for the divisions
and staff offices of CIA.

c. Assign pseudonyms, aliases, non-sensitive cryptonyms and special
indicators to CIA offices.

d. Maintain central cryptic reference records.

e. Coordinate non-sensitive cryptic reference files in other offices
and foreign divisions with those of RI.

f. Coordinate all symbols used by DD/P staffs and divisions for
correspondence numbering and recording systems.

g. Enforce all CIA and DD/P cryptic reference regulations and report
infractions to proper authorities.

Procedures

a. The cryptic reference file consists of approximately 35,000 cards
and is maintained in the following manner:

1. Blue cards indicating real names of individuals, organiz-
ations, and projects.

2. White cards indicating aliases, pseudonyms or cryptonyms.

3. Salmon card when true identity is not known in [   ]   25X1
[   ] (only alias, cryptonym or pseudonym is
known).

b. Cards of identity are not maintained on highly sensitive or covert
operations, agents and contacts. In such cases, the cards of iden-
tity are maintained in the interested foreign division. For the
purpose of controlling these exceptions, the [   ]   25X1
Staff assigns digraphs to the various operational segments. The
digraphs must always become a prefix to the code word used by the
division.

c. This card file is also maintained by the Signal Center. It is under-
stood that this file is complete in all detail.

Personnel

Number of Positions, [   ]   25X1

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RECORDS INTEGRATION STAFF
A FLOW CHART OF INCOMING DOCUMENTS
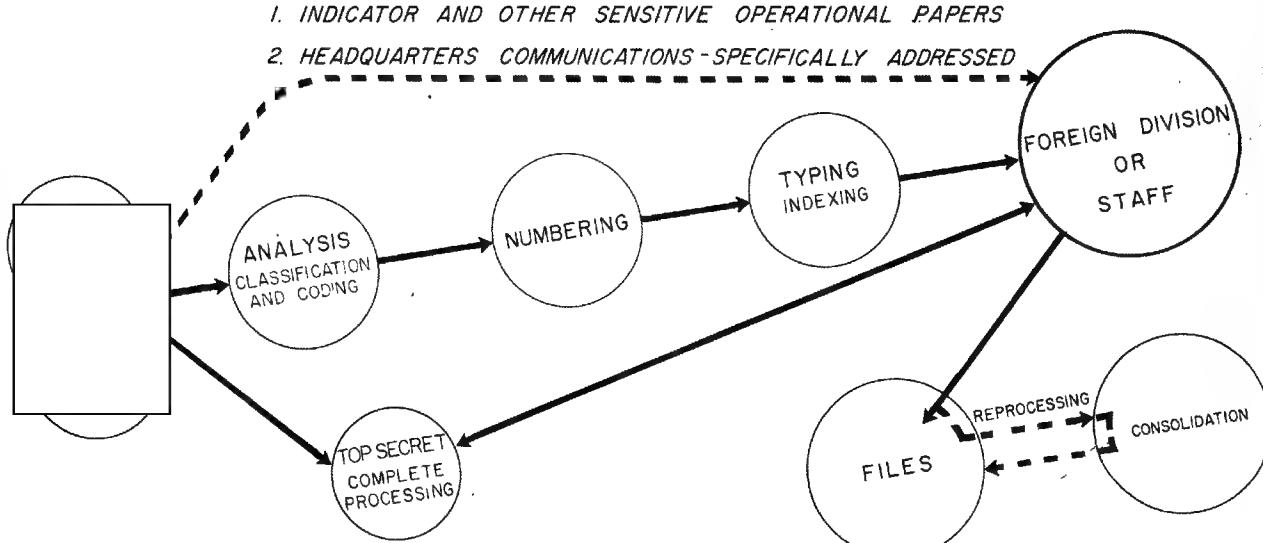
1. INDICATOR AND OTHER SENSITIVE OPERATIONAL PAPERS
2. HEADQUARTERS COMMUNICATIONS - SPECIFICALLY ADDRESSED

ANALYSIS CLASSIFICATION AND CODING

NUMBERING

TYPING INDEXING

FOREIGN DIVISION OR STAFF

TOP SECRET COMPLETE PROCESSING

FILES

REPROCESSING

CONSOLIDATION

25X1

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SECURITY INFORMATION

Next 4 Page(s) In Document Exempt

3. [   ]   25X1

Functions

a. Keep a record of the distribution of all documents for circulation in the DD/P complex.

b. Receive and initially route [   ] material.   25X1

c. Dispatch [   ] material..

d. Provide messenger service.

Procedures

a. With few exceptions (Top Secret and specifically addressed communications) this section opens, indicates initial routing, prepares cover sheets and assigns serial numbers to [   ] material   25X1 for circulation and action in the DD/P complex. Logs are maintained for the serialization of documents and reflect the source of the material, i.e. documents received from the Department of State are assigned serial numbers preceded by the symbol DST; those from the Federal Bureau of Investigation are assigned the symbol DFB, etc.

b. The record of the distribution of all material, [   ] pouch,   25X1 is exercised through the use of the seventh copy of Form 35-31, Abstract File Slip. The classification code and field symbol is placed on this form by instruction from the [   ] In   25X1 addition, the initial designation is indicated on the body of the form and is filed alphabetically by field station or source symbol, numerically thereunder. If additional routing is determined necessary by the various geographical and functional divisions, it is so indicated and returned to the [   ] for con- 25X1 trol purposes and to be dispatched to the additional indicated recipients. By consulting this file of control cards, it is possible to locate any document in circulation after its receipt in RI and prior to its delivery in the file room. When the material is returned for filing, the control card is destroyed.

c. Domestic material leaving the office is handled by this section. Courier receipts are prepared by the office originating the material; the [   ] is responsible for its safe delivery to the CIA courier for delivery to the appropriate agency. The material is checked for attachments, security considerations, etc.

Personnel

Numbers of Positions, [   ]   25X1

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4. [   ]   25X1

Functions

The [   ] is responsible for the receipt and dis-
patch of all pouch material between headquarters and the field.

Procedures

Receipt

a. The pouch is opened upon receipt and its contents checked against
an accompanying manifest. If all items listed are accounted for,
a copy of the manifest is signed, dated and returned to the field
station. A second copy is maintained in this section and the third
copy is attached to the material covered and sent to the [   ]   25X1
Section.

b. Top Secret documents, indicator material, Kapok and other material
for special handling is removed from the pouch prior to trans-
mittal to the [   ] Top Secret documents are delivered
unopened to the [   ] Kapok and other specials   25X1
are delivered without normal processing to the addressee.

Dispatch

a. In carrying out this function, two logs are maintained: (1) con-
secutively assigned serial numbers for identifying individual
items in a pouch, and (2) consecutively assigned serial numbers for
identifying pouches. Divisions are assigned serial numbers for iden-
tifying specific documents as required and as needed. Control is
exercised by this section.

b. In addition to the mechanical preparation of material for dispatch,
some editing is performed. This process generally involves the
assurance that security requirements have been properly adhered to
and that the number of copies and attachments are as specified.

c. The requirement that pouch manifests be signed and returned is
strictly enforced. In the event that a signed manifest is not re-
turned promptly, the interested division is notified of the apparent
delay and follow-up action is taken.

Personnel

Number of Positions, [   ]   25X1

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5. [box]   25X1

Functions

This section provides for centralized review and initial processing of all reports, correspondence, communications and information produced or received by the DD/P organization.

Procedures

a. Except for material that is labeled for special handling, documents are completely processed prior to delivery to action desks, which action provides for the preclassification of incoming material.

b. The classification plan is basically geographic-numerical in that all subject matter is segregated by geographic areas and that numbers are used to represent subject matter categories within the various areas. Also, names of individuals may be the subject of reports and other documents. In this event, a number is used to represent the subject rather than the direct use of the name.

c. The case book furnished each analyst is divided in the following manner:

    1. A list of world countries with their numerical representatives, which constitutes the primary category for coding documents.

    2. A list of eight broad categories with their numerical representatives, which constitutes the secondary category.

    3. A listing of files in use that fall into any one of the eight categories listed in (2) and rules for opening new files in these breakdowns; their numerical representatives constitute the tertiary category and are referred to as case files.

    4. Finally, documents placed in a file are given a serial number, which number is used in servicing operations.

d. Using the procedure described above a document processed in RI would be coded in the following manner:

[box]   25X1
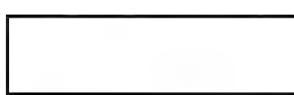
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25X1

e. In coding documents preparatory to their placement in the files, the analyst studies the document to determine its subject matter content and further determines the most appropriate case files in which the document should be placed. Codes are placed on the documents in accordance with this determination. Following this process, the various finding aids are indicated through the use of colored pencils and generally constitute cross-references and index cards that are filed in the Master Index. Pertinent descriptive detail of documents is also marked and is used in preparing the Abstract File Slips (Form 35-31).

f. The placement of papers in the personality (201) files involves the assignment of a number for each such dossier prepared. For this purpose, the analyst maintains a list or log of numbers previously used and each new dossier receives the next consecutive number. An index card is placed in the Master Index for reference purposes.

g. Cover sheets are prepared in this section. On this paper is placed the routing, the title of the document and its code.

h. In carrying out the classification function, the analysts are assigned to specific geographical divisions and process only material specific to that division. Analysts are constantly in contact with their area desks and, without this guidance, the classification and indexing of documents would be extremely difficult.

Personnel

Number of Positions,   25X1

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6. [   ]   25X1

Functions.

Serialization completes the technical phase of preclassification and is performed in this section. This section receives in and out documents from the [   ] and assigns symbols and serial numbers to documents. Receives and processes copies of disseminations and keeps a numerical log of them.

Procedures

a. The file of Abstract File Slips, Form 35-31, is maintained here and is used to determine the number of items previously serialized. When a document is processed, the next unused number is assigned.

b. Two files of Abstract File Slips are maintained. One is arranged alphabetically by source symbol and numerically thereunder; the other is arranged by RI code.

Personnel

Number of Positions, [   ].   25X1

7. [_____]   25X1

Functions

This section is responsible for preparing all finding aids indicated by the analysts.

Procedures

a. Typists are organized on a geographical division basis for the performance of this task.

b. The Abstract File Slip, Form 35-31, is prepared here and is distributed as follows:

    1. The first and second copies are sent to the Numbering Section.

    2. Four copies are attached to the document when forwarded to the area divisions.

    3. The seventh copy is sent to the [_____]   25X1
    [_____]

c. Cross-references and name index cards are also prepared in this section. Cross-references are sent to the file room; name index cards are sent to the [_____] and   25X1
the documents are sent to the appropriate division with Form 35-31 attached.

Personnel

Number of Positions, [_____]   25X1

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8. [   ]   25X1

Functions

It is the function of this section to maintain and service the follow-
ing types of documents physically located in RI:

a. Subject Matter Files (Country) - This file generally consists of
correspondence, field reports, CS reports and related and support-
ing documents. It is arranged in accordance with the basic geo-
graphic-numeric-serialization plan in use in RI.

b. International Files (200 Series) - This material is the same as
the above except that it is international in scope and is used to
maintain papers in this category that are not specific to any one
country.

c. 201 Files - This file consists of field reports, CSDB reports, re-
lated and supporting documents which pertain to personalities in
which the office has some particular interest, and retired agent
files. The material is filed in individual dossiers which are
consecutively numbered.

d. General (100 Series) - This file consists of correspondence and re-
lated papers dealing with, or originating in the United States.

Procedures

a. General Handling of Material - When record material is received in
the file room, it is checked to assure that it is completely proc-
essed. If further processing has been indicated by operations,
the material is forwarded to the appropriate section in RI. Ma-
terial ready for filing is placed in a pending file. This activity
organizes the material in numerical order and facilitates placement.

b. Servicing RI Documents - To request and obtain a document from RI
files, it is necessary to know the file number of the document re-
quested. It may be obtained by the following methods:

1. Searching the Abstract File Cards maintained in the Number-
ing Section.

2. Searching the Master Index to obtain the key to person-   25X1
alities and subject files.

3. Searching the cards maintained in the [   ]
section if the material is still in circulation.

c. Charge-Out System - This system involves the use of the legal size

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card of pasteboard stock equipped with a small pocket. In this
pocket is inserted a duplicate copy of a charge-out form. This
combination replaces the document removed from the files. The
original copy of the charge-out form is filed at the charge desk.
Both are cleared upon the return of a document.

Personnel

Number of Positions.
25X1

9. [   ]   25X1

Functions

It is the function of this section to reprocess documents, and in such a manner that more adequately meets the needs of operating officials, i.e. change the classification from a subject category to a personality (201) category. Requests for such actions are generally initiated by the foreign divisions and is performed after action has been taken on documents and are ready for filing or have been filed.

Procedures

a. Any change or alteration in classification involves the re-doing or modifying of the tasks performed by the [   ] 25X1 [   ] Specifically, a change in the classification of a document involves the following:

   1. Actually changing the code of each page of the document on which it was placed in the first instance.

   2. Replace or modify the two Abstract File Slips held in the [   ] and prepare a new Abstract File Slip (201).

   3. Change all name index cards placed in the Master Index.

   4. Change all cross-references and other finding aids.

b. Reprocessing involves two specific categories:

   1. Retired Agent Files - This material was originally classified as "operational" and appropriately coded in this category. The entire category is processed on a restricted basis in RI because of its sensitive nature. As sensitive projects and/or agents become inactive or less sensitive, the documents are forwarded to RI by the foreign division for complete processing.

   2. Consolidation of Material and References on Personalities that are of Particular Interest to the Office - This action involves searching the Master Index to determine all references, withdraw the referenced documents and reprocess them. In some cases, entire documents are placed in the newly prepared dossier. In other cases, duplicate copies are made. In still other cases, the pertinent information is extracted or simple reference made to a document.

Personnel

Number of Positions, [   ]   25X1

10. [   ]   25X1

Functions

It is the function of this section to maintain and service the Master Name Index. It is also responsible for preparing replies to requests for name check information.

Procedures

a. The Master Index consists of 3 x 5 cards arranged alphabetically by subject, individual, and organization. This index provides reference to record material processed by RI. Cards are actually prepared by the [   ] upon instructions from the [   ] Section or by the typists in the [   ] upon instruction from those analysts.   25X1 25X1

b. The preparation of correspondence is an auxiliary operation to the primary function of RI. Requests for information on personalities originate in the Inspection and Security Office/CIA, Department of State, Department of the Army, Federal Bureau of Investigation, Department of the Navy, and other Federal departments. The operation involves searching the Master Index for references, the removal of the referenced documents from the files, and the preparation of memoranda giving the pertinent information contained in the documents. Generally, only derogatory information is requested and furnished; the Office of Inspection and Security, however, requests and is furnished complete biographical information. Memoranda prepared are reviewed by foreign divisions which involves minor editing and to guard against the inclusion of sensitive information and sources.

Personnel

Number of Positions, [   ]   25X1

11. [   ]   25X1

Functions

This section is responsible for processing and maintaining Top Secret documents for the DD/P.

Procedures

a. Material is logged and handled in conformance with CIA security regulations.

b. The analysis, numbering, and filing of documents is performed in essentially the same manner as they are performed in those respective sections.

c. Name index cards are prepared and filed in the Master Index.

d. Abstract File Slips are prepared and filed in the [   ]   25X1
and cross-reference forms are prepared and placed in the appropri-
ate file indicating that the material is held by the [   ]   25X1
Section.

Personnel

Number of Positions, [   ]   25X1

12. [   ]   25X1

Functions

It is the responsibility of this section to maintain and service record material in its custody. Generally, this material was created or collected by the Office of Strategic Services and consists of some of the records of the business offices of that predecessor agency, some field station files and, to a lesser extent, some substantive records.

Procedures

a. The material is catalogued, serialized and name index cards pre-pared upon receipt. The principle user of this material is the [   ] of RI in the performance of the name check function.

b. There is an estimated 5,000 cu. ft. (16,500 Archives boxes) of records currently maintained by the section.

Personnel

Number of Positions, [   ]   25X1

15. [   ]   25X1

Functions

It is the responsibility of this section to reduce to film all paper records which come under the criteria of the CIA Vital Documents and Records Management Program.

Procedures

It is the responsibility of the various segments of the Clandestine Services to determine records and materials that are vital to their operations; the actual processing of the material is accomplished by the [   ]   25X1
[   ] Vital materials are generally received from division files, promptly processed, and then returned to the appropriate division.

Personnel

Number of Positions, [   ]   25X1

16. [   ]   25X1

Functions

This section is responsible for the initial and supplemental distribution of all DD/P and CIA regulations, notices and other issuances within Clandestine Services.

The Publications Control Officer, DD/P-Admin. furnishes a check list to this section for the distribution of all published material.

Personnel

Number of Positions, [   ]   25X1

17. Western Hemisphere Division

Functions

a. This division is responsible for administering the foreign intelligence function in the Western Hemisphere of the world. Placed at strategic points in the area are field stations continuously exploiting covert sources for information of an economic, political, military and scientific nature and personalities associated with these subjects. This information is transmitted to headquarters in field reports, These reports are rewritten at the division level and disseminated to other segments of the CIA and to other agencies of the Federal Government.

b. The information contained in these reports that pertains to personalities is of extreme value to the division and other segments of Clandestine Services in carrying out their functional activities. It is used extensively for evaluating personnel that have potential or real value in the collection effort; it is used extensively in planning and mounting operations; and it is used in counter-espionage activities. In addition, it is used to prepare summary memoranda in reply to requests for name checks from other segments of CIA and other Federal Agencies.

c. Because it is necessary to employ people to collect this information, to put it in the hands of appropriate users and to safeguard it; because it is necessary to furnish these people with facilities, supplies and working space and because these people have to be compensated for their services, there is created as a result of this collection effort, different types of papers. These papers generally may be classified as administrative in character. They are specific to the Western Hemisphere Division and are of little or no value to other segments of Clandestine Services.

d. Another type of paper record is created as a result of this collection effort that is generally referred to as being operational in character. The line of demarcation between these papers and administrative papers is not clear cut. They do, however, reflect the plans, actions and results of the collection effort and CE and PP activities in addition to documenting the activities of individual agents and/or projects. Their use in carrying out current operations is almost totally confined to the Western Hemisphere Division; there is only a minor degree of use of some of these papers by other divisions and staff offices.

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Organization

The organization of the division consists of four operating branches which correspond to various geographical areas in the Western Hemisphere, and an administration and logistics staff.

Procedures

a. Aside from the mail room, there is no organized records facility in the division. The mail operation consists of two people with facilities for handling "in and out" communications. The Abstract File Slips constitute a log of incoming pouch documents. The pouch manifest is used as a log of outgoing documents. In addition, there are maintained logs of "in and out" cables, Top Secret and other classified material.

b. In the absence of formal instructions and guidance, record keeping practices do not follow a completely uniform pattern in the various branches of the division. The general procedures are shown in charts on Pages 6-11 . Operational case files (PF, FI, agents and/or projects), Field Reports files and Disseminated Reports files are maintained at the appropriate area desk. Operational subjects files (policy matters, project reviews, country plans, etc.) are usually maintained by the Branch Chief's secretary. Support records are maintained in the Administrative Office.

c. Records keeping and index preparation is an incidental function in the division. It is jointly performed by the case officers, secretaries and clerical personnel as time permits.

Personnel

The total authorized strength is ⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚ 25X1
field)

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SECTION III - FINDINGS AND RECOMMENDATIONS

FINDING NO. 1 - LOCATION OF RECORDS

The centralization of all records, regardless of the practical needs of offices that use them, has led to duplicate records keeping and incomplete files.

a. Duplicate Record Keeping - The survey team established an estimated records holding in the WHD of 246 linear feet of administrative, operational, and reports files. The Chief, RI, reported that there was in his custody 153.82 linear feet of the same types of WHD records.

b. Incomplete Files - When copies of the same papers are maintained at more than one location, there is created a competitive force that demands exclusive possession. These demands may be legitimate or manufactured. Whatever the reason, it results in incomplete files. There is submitted on Pages 31 through 35 the descriptive content of an administrative case file that was handed to the survey team by an employee in the RI file room as being typical of such files maintained in RI. This file contains 99 letters of transmittal and 52 cover sheets which constitutes over 50% of the papers in the folder. The remaining material appears to possess only ephemeral value. It is so devoid of information that no reasonable action could be taken by consulting it. Page 36 shows the contents of an operational case file (agent or project) maintained in WHD. It also shows the incompleteness of the same file in RI. These papers were not actually observed in RI, but the absence of their code is indication that the papers were not processed by RI and therefore not maintained in the central facility. These two cases clearly show the incompleteness of some RI files. To take action based upon complete background material, it would be necessary to consult division files.

On the other hand, there was no evidence of incompleteness in the reports files. The WHD maintains a complete set of their field reports and disseminated reports. Current methods and procedures would preclude the withholding of this information from RI files.

Comment

a. The following quotation was taken from the textbook "Records Management and Filing Operations" by Margaret K. Odell, Research Analyst, Indexing and Filing Methods Systems Division of Remington Rand, Inc. and Earl P. Strong, Professor of Management and Director, Business Management Service of the College of Commerce and Business Administration of the University of Illinois: "To allay some of

the confusion that generally accompanies an explanation and description of <u>centralized</u> and <u>decentralized</u> files, it should be noted that <u>originally</u> decentralized files under departmental control were generally used. Later, centralized files became the accepted plan. At present the trend is to decentralize files but to centralize the control under a records administrator and not under department managers, because of -

1. The increased operating costs caused by waiting for delivery of records from a central file location.

2. The maintenance in the departments of the most active records or duplicate copies of records sent to the records department.

3. The inability of inexperienced records administrators and records department personnel to keep records indexed and filed to meet the user's needs and the changing operating conditions.

Alert organizations are rapidly recognizing the advantages of centralized control over decentralized files and are placing all records under a records administrator. This plan promises much for the future."

b. Operational Records - These papers are created in carrying out operational activities; the creating division is the primary user of the information contained in them; and the division, either by physical possession or procedural instructions, controls any additional use of the papers. Operational records are maintained in RI in sealed envelopes and cannot be used without the permission of the creating division. Limiting the handling of this sensitive category of records to the minimum number of people most adequately meets security requirements.

c. Administrative Records - These papers are also specific to the Division creating them. They have little or no value to other foreign divisions or staff offices.

d. Field and Disseminated Reports - The information contained in these reports is used most extensively by the collecting division. However, it is also used extensively by other divisions and senior staff offices in Clandestine Services.

Recommendations 1, 2, 3 and 4

1. That operational records be maintained only in the division file station as proposed in Recommendation No. 10 Page 47.

2. That administrative records be maintained only in the division file station as proposed in Recommendation No. 10, page 47.

3. That copies of field and dissemination reports from all divisions be maintained in the central DD/P file station.

4. That copies of field and dissemination reports for the creating division be maintained in the division file station as proposed in Recommendation No. 10, page 47.

To accept the above recommendations is simple acceptance of a principle of administrative efficiency that provides for the maintenance of records at a location that will provide maximum utilization and security, and a minimum of duplication. From the viewpoint of the users of information contained in FI documents, such a situation already exists. To be absolutely certain of complete information on operational and administrative activities, division files must be consulted. Complete information contained in field and disseminated reports is available from RI files. The above recommendations, then, merely recognize that which already exists. They eliminate duplication that is of questionable value.

The contents, in numbered sequence, of documents maintained in an administrative file examined by survey team.

1 — Cross reference
2 —   "   "
3 —   "   "
4 —   "   "
5 —   "   "
6 —   "   "
7 — Transmittal
8 — Cover Sheet
9 — Transmittal
10 — Transmittal
11 — Cover Sheet
12 — Transmittal
13 — Second Copy of 12
14 — Memo — Station to Station
15 — An empty 8 x 10½ manila envelope
16 — Cover Sheet
17 — Request for a handbook
18 — Second copy of 17
19 — Cover Sheet
20 — Transmittal
21 — Transmittal
22 — Transmittal
23 — Transmittal
24 — Transmittal
25 — Cover Sheet
26 — Copy of Memo — Station to Station
27 — Cover Sheet
28 — Cover Sheet with 8 x 10½ manila folder containing newspaper clippings
29 — Cover Sheet
30 — Transmittal
31 — Second copy of 30
32 — Copy of two line memo — Station to Station
36 — Copy of six line memo — Station to Station
37 — Transmittal
38 — Transmittal
39 — Transmittal
40 — Empty 8 x 10½ manila folder
41 — Transmittal
42 — Transmittal
43 — Transmittal
44 — Cover Sheet
45 — Transmittal
46 — Cover Sheet
47 — Cover Sheet
48 — Transmittal
49 — Cover Sheet

50 - Transmittal
51 - Second copy of 50
52 - Transmittal
53 - Transmittal
54 - Copy of Memo - Station to Station
55 - Copy of One line memo - Station to Station
56 - Transmittal
57 - Empty 8 x 10½ manila folder
58 - Cover Sheet
59 - Transmittal
60 - Cover Sheet
61 - Transmittal
62 - Second copy of 61
63 - Cover Sheet
64 - Cover Sheet
65 - Transmittal
66 - Transmittal
67 - Cover Sheet
68 - Transmittal
69 - Second copy of 68
70 - Copy of two line memos - Station to Station
71 - Copy of one line memo - Station to Station
72 - Transmittal
73 - Transmittal
74 - Transmittal
75 - Copy of four line memo - Station to Station
76 - Transmittal
77 - Copy of memo - Station to Station
78 - Transmittal
79 - Transmittal
80 - Transmittal
81 - Copy of memo - Station to Station
82 - Copy of request for info - Station to Station
83 - Cover Sheet
84 - Cover Sheet
85 - Transmittal
86 - Second copy of 85
87 - Transmittal
88 - Transmittal
89 - Transmittal
90 - Transmittal
91 - Transmittal
92 - Transmittal
93 - Second copy of 92
94 - Copy of memo - Station to Station
95 - Cover Sheet
96 - Transmittal
97 - Transmittal
98 - Cover Sheet

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 99 - Transmittal
100 - Cover Sheet
101 - Cover Sheet
102 - Transmittal
103 - Second copy of 102
104 - Transmittal
105 - Copy of memo - Station to Station
106 - Copy of memo - Station to Station
107 - Transmittal
108 - Copy of memo - Station to Station
109 - Transmittal
110 - Copy of report - Station to Station
111 - Copy of three page report - Station to Station
112 - Transmittal
113 - Copy of memo - Station to Station
114 - Copy of memo - Station to Station
115 - Copy of memo - Station to Station
116 - Copy of memo - Station to Station
117 - Copy of memo - Station to Station
118 - Transmittal
119 - Transmittal
120 - Transmittal
121 - Empty 8 x 10½ manila envelope
122 - Copy of memo - Station to Station
123 - Cover Sheet
124 - Cover Sheet
125 - Transmittal
126 - Copy of Army Report
127 - Copy of Army Report
128 - Copy of Army Report
129 - Copy of Army Report
130 - Copy of Army Report
131 - Copy of Army Report
132 - Copy of Army Report
133 - Copy of Army Report
134 - Copy of Army Report
135 - Copy of Army Report
136 - Copy of Army Report
137 - Copy of Army Report
138 - Copy of Army Report
139 - Cover Sheet
140 - Transmittal
141 - Cover Sheet
142 - Transmittal
143 - Second copy of 142
144 - Transmittal
145 - Cover Sheet
146 - Transmittal
147 - Cover Sheet
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148 - Transmittal
149 - Cover Sheet
150 - Transmittal
151 - Second copy of 151
152 - Cover Sheet
153 - Transmittal
154 - Cover Sheet
155 - Transmittal
156 - TS Cross Reference
157 - Cover Sheet
158 - Cover Sheet
159 - Transmittal
160 - Cover Sheet
161 - Empty 8 x 10½ manila folder
162 - Cover Sheet
163 - Transmittal
164 - Second copy of 163
166 - Copy of memo - Station to Station
167 - Copy of memo - Station to Station
168 - Copy of memo - Station to Station
169 - Transmittal
170 - Copy of memo - Station to Station
170 - Transmittal
171 - Copy of memo - Station to Station
171 - Copy of memo - Station to Station
172 - Copy of memo - Station to Station
173 - Transmittal
173 - Copy of memo - Station to Station
174 - Transmittal
175 - Empty 8 x 10½ envelope
176 - Copy of memo - Station to Station
177 - Cover Sheet
178 - Cover Sheet
179 - Transmittal
180 - Cover Sheet
181 - Empty folder
182 - Cover Sheet
183 - Transmittal
184 - Second copy of 183
185 - Cover Sheet
186 - Transmittal
187 - Second copy of 186
188 - Transmittal
189 - Transmittal
190 - Copy of memo - Station to Station
191 - Copy of memo - Station to Station
192 - Copy of memo - Station to Station
193 - Copy of memo - Station to Station
194 - Transmittal
195 - Transmittal

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196 - Copy of memo - Station to Station
197 - Transmittal
198 - Empty 8 x 10½ folder
199 - Cover Sheet
200 - Transmittal
201 - Cover Sheet
202 - Cover Sheet
203 - Transmittal
204 - Second copy of 203
205 - Transmittal
206 - Copy of memo - Station to Station
207 - Transmittal
208 - Transmittal
209 - Transmittal
210 - Copy of memo - Station to Station
211 - Copy of memo - Station to Station
213 - Copy of memo - Station to Station
214 - Copy of memo - Station to Station
215 - Empty 8 x 10½ folder
216 - Copy of memo - Station to Station
217 - Cover Sheet
218 - Copy of memo - Station to Station
219 - Cover Sheet
220 - Transmittal
221 - Cover Sheet
222 - Transmittal
223 - Second copy of 222
224 - Cover Sheet
225 - Empty folder
226 - Cover Sheet
227 - Transmittal
228 - Transmittal
229 - Cover Sheet
230 - Empty folder
231 - Cover Sheet
232 - Transmittal
233 - Second of 233
234 - Copy of memo - Station to Station
235 - Copy of memo - Station to Station
236 - Copy of memo - Station to Station
237 - Copy of memo - Station to station
238 - Transmittal
239 - Transmittal
240 - Transmittal
241 - Transmittal
242 - Empty folder
243 - Cover Sheet
244 - Copy of memo - Station to Station
245 - Cover Sheet
246 - Copy of memo - Station To Station

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FINDING NO. 2 - SUBJECT CLASSIFICATION OF REPORTS

Classification and Coding

a. The present system of classifying reports by impersonal subject
matter requires the assignment of a series of code numbers as
explained on pages 14 and 15 . These code numbers are in addition to
the report number which already appeared on it when received in RI.
This complex system prohibits operating officials from making direct
reference to the information they most frequently want - that is,
data by personalities. This subjective classification of reports,
therefore, seems to be useless to the operating personnel who need
this information. Operating officials are interested in information
pertaining to personalities appearing in field reports. Primary
processing in RI provides that these reports be grouped and filed in
accordance with their impersonal subject matter content. This
processing and grouping serves only to decrease the availability of
information needed by operations. Consequently, administrators and
operating officials are creating and maintaining "prop" records that
permit them to carry out their functional activities with an ever
lessening degree of dependence upon the central records facility,
the Records Integration Staff.

The following facts are supporting evidence that such grouping
and code assignment is not necessary and does not meet the reference
requirements of the operating offices:

1. An estimated 3,000 requests for documents from division and
staff personnel were studied by the survey team. Without
exception, each and every request was for information pertain-
ing to personalities.

2. This statement appears in an O & M survey report dated 11
April 1952. "At present, most OSO documents are filed in
folders by general subject and bound at the top with Acco
fasteners. Folders may be an inch or so thick and contain
an average of probably 50 documents each. This method of
filing was originally based on the expectation that requests
would be received for subject files rather than for
individual documents. This has not proved to be the case."
(The survey team only generally agrees with this statement.
It is the observation of the team that requestors are
interested in specific personalities appearing in a report
which generally constitutes only a small segment of it.)

3. WED Branch Chiefs, Deputy Chiefs, and operations officers
questioned on their reference requirements, indicated that
they were primarily concerned with information on
personalities.

b. Retarded Reference Service

1. On 21 January 1953 the RI file room had in its possession unfilled requests for 2,994 documents from 120 customers. The oldest of these requests was dated 5 November 1952. The Assistant Chief of the section indicated that there was nothing unusual about the backlog.

2. The previously mentioned O & M report indicated a backlog of 2,000 unfilled requests for documents that would be eliminated with the procurement of additional personnel, which apparently has not been corrected.

3. During the course of the survey of the WED, operations officers referred to the constant frustration experienced in getting documents from RI file room; the need to go to the Consolidation Section to review documents that are being reprocessed; the need to go to the Service and Correspondence Section to review documents that are withdrawn for the preparation of summary memoranda; and the need to go to other area divisions to review documents that are on loan.

4. There is shown on Pages 39 and 40 the results of three specific searches which illustrate the same frustration experienced in filling requests for documents.

c. Division Props - The records inventory taken by the survey team, indicates that an estimated 78 linear feet of prop records are located in the WED. Summary information pertaining to the personalities and organizations appearing in source documents is being maintained on 3 x 5 or 5 x 8 cards, and in some cases, in loose leaf notebooks. The information maintained in this form is constantly used in carrying out operations. To deprive the case officers of this valuable record would seriously affect their operations. In fact, if present records keeping methods and procedures are continued in effect, the volume of such records will have to be increased if a reasonable degree of operating efficiency is to be maintained.

Comment

Detailed name indices prepared on these reports refer directly to specific numbered documents (field number and dissemination number as well as RI code number). This is a logical procedure. It is just as logical to conclude that these series of reports can be filed more easily and found more easily if maintained in a simple numerical sequence.

Recommendation No. 5

5. That the subject classification of field and disseminated reports be discontinued. Instead, these reports should be arranged and filed in simple numerical sequence according to their source code and number or disseminated number. Recommendations 1, 2, 3 and 4 describe where such records should be kept.

Details Of Three Searches For Documents In The RI File Room
(21 January, 1953)

1. A request from EE Division for 21 docu·ents re 1 personality:

    a. 1 hour was consumed in the search.

    b. 12 documents were produced by direct search.

    c. 1 referenced document could not be located —
       no clue as to its location could be determined.

    d. 4 documents were permanently withdrawn by the
       creating division — the customers would have to
       call at that division to review the material.

    e. 4 documents were on loan and therefore not avail-
       able at this time.

2. A request from SE Division for 24 documents re 7 personalities:

    a. 1 hour and 5 minutes was consumed in the search.

    b. 7 documents were located by direct search.

    c. 10 documents were on loan to RI/⬜ for reprocess-
       ing since 24 November 1952.   25X1

    d. 1 referenced document could not be located —
       no clue as to its location could be determined.

    e. 2 documents had been withdrawn permanently by
       the creating division — the customer would have
       to call at that division to review the material.

    f. 4 documents were on loan and therefore not avail-
       able at this time.

3. Request from EE Division for 8 documents re 1 personality:

    a. 28 minutes were consumed in the search.

    b. 2 documents were located by direct search.

    c. 2 documents were permanently withdrawn by the
       creating division — the customer would have to
       call at that division to review the material.

    d. 1 document was charged to RI☐ for additional   25X1
         processing since 3 December 1952.

    e. 3 documents were on loan and therefore not avail-
         able at this time.

The file clerk indicated that there was nothing unusual about the
results of these searches.

FINDING NO. 3 - CONSOLIDATION DOES NOT ADEQUATELY MEET REFERENCE REQUIRE-
MENTS OF OPERATIONS

Present procedures for the processing of field reports provide for
their classification by subject matter content, as described in detail
on page 37 and further discussed in Finding No. 4, page 44. At some
later date, many of these same reports are reprocessed and grouped on a
personality basis. This secondary processing (consolidation) involves the
removal of document from subject files to personality files. It requires
changing the code on each paper, replacing or modifying the two Abstract
25X1   File Slips held in the [   ] and the changing of all finding
aids. This procedure is discussed in detail on page 20. It is also shown
in graphic form on page 11. This secondary processing partially accomplishes
at the later date, that which was not accomplished initially in meeting
the reference requirements of operating officials.

Comment

    a. To meet the reference requirements of operating officials, there is
       involved the collection of information on personalities and organiz-
       ations on a continuing basis so that it can be produced promptly.

    b. The index card maintained in the main CE index refers to information
       on personalities contained in reports. The withdrawal and searching
       of basic documents to obtain bits of information is time consuming
       and directly affects the efficiency of operational activities.

       1. The addition of a simple subject line to the present index card
          would result in a decided improvement in reference service.
          Such addition would identify information in a report and
          contribute to tailor-made searches.

       2. A second alternative would be the addition on the subject line
          of the index card, summary or pertinent information from the
          source document. It is understood that such information
          would lessen the need for withdrawal of some basic documents
          from the files which would result in further improvement
          of reference service.

       3. A third alternative would be the addition of complete informa-
          tion to the index cards. Considering that a large volume of
          information in reports pertaining to personalities consists
          of single lines or brief paragraphs, this suggestion deserves
          serious consideration. The file itself could be modified to
          include folders to house extensive collections of cards or
          even to include specific papers when such papers pertain only
          to a single individual. This alternative could be developed
          to such a degree that only rare searches would go beyond the
          CE file to basic documents.

c. The latter alternative has these specific advantages:

1. It would provide the most effective and efficient reference service. The collection of information on cards would represent complete information on a personality. Searches would be direct thereby relieving the necessity of going to an index to determine the location of documents, which is an indirect method.

2. The collection of information pertaining to personalities would be accomplished on a current and continuing basis. This procedure would preclude the necessity of the consolidation of papers at some later date.

3. The transposing of complete information from reports to cards could be accomplished by less experienced and lower grade personnel.

4. The preparation of summary memoranda would be performed more efficiently. A similar advantage would accrue to all operational activities dependent upon information contained in field reports.

5. Information collected and maintained on CE cards will be used extensively throughout Clandestine Services. For this reason, it appears appropriate to maintain the file at more than one location. There is involved the problem of duplicating card stock. Various methods were investigated. An Office size ozalid machine and process appears most appropriate. The original investment would be approximately $1200.00. However, considering original investment cost of card stock, operators time, depreciation and other miscellaneous items, 5 x 8 cards can be duplicated for approximately $1\frac{1}{2}$¢ each. This report was duplicated by the ozalid process and except that the CE cards would be on heavier stock, they would appear in the same print and style as this report.

d. Suggested process for duplicating CE cards.

Recommendation No. 6

6. That the delayed consolidation of information and references on personalities be discontinued, and the procedure proposed in Recommendation No. 7 be adopted.

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Recommendation No. 7

7. That a CE information file be established for the collection of in-
formation on personalities. This information should be collected
and maintained in the following manner:

    a. A card should be prepared upon initial receipt of information
in the divisions and that subsequent entries be added on a
continuing basis.

    b. The cards should be prepared concurrently with the prepar-
ation of the disseminated, upon receipt.

    c. Duplicate sets of cards should be maintained in the DD°

    d. The process for duplication of CE card by the ozalid
method as described on page 42 should be used.

Recommendation No. 8

8. That the CE information file gradually replace the present main Name
Index. In the interim period, reference would be made to both the
newly established CE file and the main index. No new material would
be added to the latter index. It would be permitted to "wither on
the vine".

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FINDING NO. 4 - OPERATIONAL AND ADMINISTRATIVE RECORDS ARE NOT MAINTAINED
UNDER UNIFORM FILING SYSTEM

Operational and administrative records are being processed and maintained
under different methods and procedures in the WHD and RI. In addition, vari-
ances in methods were observed in the different branches within the WHD.

a. In RI, operational records are coded into the sixth category (oper-
    ational) in case files such as [   ] 25X1
    which are general subject files.

b. In the WHD, operational case files (papers specific to agents and/or
    projects) are established for each agent or project. In these
    dossiers are maintained all papers that pertain to the agent or
    project.

c. Also, in the WHD, operational subject files are established for main-
    taining papers that are not specific to agents or projects and per-
    tain to the broadest aspects of operational activities. The follow-
    ing folder designations are representative of the manner in which
    these papers are maintained in the division: project reviews, status
    reports, quarterly reviews, strategic plans, country plans, training
    surveys and studies, newsletters and memoranda to field stations,
    defectors, transition plans, etc.

Comment

a. Operational papers are created and maintained in all segments of
    Clandestine Services. They represent the most valuable documentary
.   records observed by the survey team. These records contain the
    recorded experience of present administrators and operating officials
    in carrying out the functional activities of Foreign Intelligence.
    This experience can be made available to future administrators only
    through the paper record. It is extremely important, therefore,
    that these papers be maintained under standard methods and procedures
    throughout Clandestine Services. Benefits will accrue to present,
    as well as future administrators, through such standardization.

b. Administrative papers are similarly created and maintained throughout
    Clandestine Services, and although they do not possess generally the
    extreme values of operational papers, are sufficiently similar in
    character to lend themselves to standardization of methods and pro-
    cedures for their maintenance.

c. There has been developed for general use throughout the CIA, a file
    manual that appears to be applicable for processing and maintaining
    Clandestine Services operational and administrative records. The
    system described in the manual provides for the simple grouping of
    records by their subject matter content. Its adoption to specific

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Areas can be accomplished in a relatively short period of time with
a minimum of inconvenience to operations. The training of personnel
in its use can be accomplished in a matter of hours.

Recommendation No. 9

9. That operational and administrative records be maintained in accord-
ance with the Agency File Manual which is now in process for formal
concurrence. It has been discussed with representatives of the DD/P
the DD/I, the DD/A, the Office of Communications and the Office of
Training.

NOTE: Operational papers pertaining to agents and/or projects appear
to be arranged logically and appropriately in the WHD. They should
continue to be maintained in this manner.

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FINDING NO. 5 - THERE IS NO OFFICIAL FILE STATION IN THE WESTERN HEMISPHERE
DIVISION

In the Western Hemisphere Division, two employees are responsible for
the receipt and dispatch of division documents. Otherwise, there is no organ-
ized records facility (official file station) in the division. There is, how-
ever, an estimated 248 linear feet of records being maintained in the division.

Comment

    1. It appears logical that the following functions could be performed
effectively and efficiently by a division records facility:

        a. Classify, file and service all operational material created
and collected by the division.

        b. Classify, file and service all administrative material
created and collected by the division.

        c. Maintain a file of all division field and dissemination
reports.

        d. Prepare and maintain a name index to these reports (the in-
dex should be in the form of information cards - for the
details of this recommendation, see the establishment of a
CE card file).

        e. Supply the central facility with copies of these CE cards
on a current and continuing basis.

        f. The receipt and dispatch of all pouch and domestic communi-
cations and documents.

        g. The operation of an internal messenger service that will pro-
vide prompt pick-up and delivery of all papers in the divi-
sion.

    2. Based upon the work load of March 1953, shown on Page 48, it is esti-
mated that the following staff would be needed to operate the official
file station:

Function	No. of employees
Supervision	
Top Secret	
Classification and Coding	
Correspondence Preparation	
Indexing	
File and Find	
Receipt and Dispatch	
Messenger Service	

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The number and type of personnel recommended is based upon the following factors:

a. That the personnel suggested above for correspondence preparation, Top Secret control, and classification and coding, be grouped and trained to perform each of these functions on an inter-change basis. It is estimated that each of these jobs will provide only part-time employment and that this interchange will prevent over-staffing and provide continuous service during leaves of absence, etc.:

b. That one of the indexing clerks will mechanically duplicate the information cards to be provided the central facility;

c. That field reports and disseminations will be filed chronologically by their respective numbers;

d. That the Agency File Manual system be adopted for classifying and coding subject matter documents as described in Recommendation No. 9. It would be the same system developed for classifying similar documents in Clandestine Services, regardless of location;

e. That the ☐ employees now assigned to the division mail room be assigned to the new facility and that ☐ T/O slots be transferred from the Records Integration Staff.

25X1

Note: This staff and discussion is based upon the assumption that all division records will be maintained in the division facility. It is quite possible that experience will prove that certain case files can be maintained more appropriately at the area desk. With such a development, the number of personnel needed in the division facility will lessen.

Recommendation No. 10

10. That an official file station be established in the WHD to carry out the functions outlined on Page 46 This same recommendation appears to be applicable to other foreign divisions and senior staff offices.

Documents Handled By WHD Mail Room - March 1953

	MONTHLY		DAILY	
	IN	OUT	IN	OUT
Pouches, Field	1568	1972	71	90
Cables	589	342	26	15
	106	∞	4	∞
Headquarters, Intra-Agency	550*	∞	25	∞

*Estimated by the survey team and employees of the mail room.

The information in this tabulation was taken from pouch manifests, cable logs, TS logs and logs of material from State, FBI, etc.

Security Information

FINDING NO. 6 - POUCHES OF FIELD DOCUMENTS ARE NOT DELIVERED PROMPTLY

The prompt delivery of documents to action desks is not now being accomplished. A check made in March 1953 revealed that documents received in the RI [   ] were delivered to the WHD mail room an average of four days later. Factors contributing to this delay are:

25X1

    a. The opening of pouches in the RI [   ]

    b. Mail control procedures that require the preparation of the Abstract File Slip (Form 35-31).

    c. The pre-classification of documents.

Comment

    1. With few exceptions, pouch documents prepared at headquarters are for the attention of the division's own field stations. Similarly, pouch documents prepared in the field are for the attention of the parent division at headquarters.

    2. The manifest that accompanies all pouches is a complete listing of all documents contained therein. It is a record of material sent and, when properly certified, is a record of material received. It can also be used as a record of the distribution of incoming papers, by having the recipient of pouch items initial or sign the manifest opposite those items delivered to him. The signed manifest would be maintained in the file station. The use of the manifest in this manner precludes the need for the preparation of the Abstract File Slip (Form 35-31) for keeping track of the distribution of documents and would remove another source of delay. Two copies of the Abstract File Slip are used currently to keep track of serial numbers in the subject classification of documents. With the acceptance of the recommendation eliminating the subject classification of field reports, there no longer exists the need for these two copies.

    Note: Mail control procedures normally accompanying the use of multiple copy forms such as the Abstract File Slip, require that action on incoming documents be accomplished in a specified period of time and that the incoming document and the subsequent action papers be returned to the files in the same specified period of time. The absence of such requirements indicates the lack of need for true control procedures.

    3. Because it is difficult for analysts to forecast action to be taken on documents, it is generally conceded that pre-classification is accompanied with errors in classification; that because of these potential and real errors, there is need for some follow-up after action to determine the accuracy of the original decision. The

[_____] performs this follow-up. It is difficult to
determine the extent of their total effort involved in this activity
because their primary function (consolidation of papers on person-
alities after action) also involves changes in classification. It
is difficult because there is no basis for determining that which
was changed by design and that which was changed because of errors.

The acceptance of the findings and recommendation for the establish-
ment of a CE information file would preclude the need for consoli-
dation. With such acceptance, serious consideration should be given
to the possible elimination of the pre-classification of documents.
Analysts can make wise decisions only after action has been directed
or taken by administrators and operating officials. And when classi-
fication and coding is performed after action, there is no need for
follow-up and change in classification. Actually, there is no need
to classify until documents are ready for filing.

Recommendation No. 11

11. That field pouches for the attention of the Western Hemisphere Div-
ision be delivered to their file station unopened and that outgoing
pouches be prepared for dispatch in the same facility.

Recommendation No. 12

12. That in the absence of an apparent need for true mail control pro-
cedures, the pouch manifest be used in lieu of the Abstract File Slip,
to record the internal distribution of documents. This function
should be performed by the Area Division [_____]   25X1

FINDING NO. 7 - THE RECORDS OF THE OFFICE OF STRATEGIC SERVICES

The records of the predecessor agency, the Office of Strategic Services, are scattered throughout the CIA and are not completely identified and segregated from other CIA records.

There is an estimated 5,000 linear feet of OSS records now in the custody of the RI archives section located in the R & S Building, some of which are being incorporated into current files. Various survey teams of the Records Management and Distribution Branch, General Services Office, have located and identified OSS records in several offices of the Agency. Still other offices have transferred small accumulations to the Agency Records Center for storage.

Comment

1. This finding is not totally the responsibility of the DD/P, as the OSS archives was originally set up to maintain the records of those offices that had been liquidated. Some offices were never liquidated, consequently some records were never turned over to the archival agency. The problem is Agency-wide in scope.

2. The Federal Records Act of 1950 and the Records Disposal Act of 1943, as amended 6 July 1945, is specific in the requirement that: (a) "The head of each Federal Agency shall cause to be made and preserved records containing adequate and proper documentation of the organization, functions, policies, decisions, procedures and essential transactions of the agency designed to furnish the information necessary to protect the legal and financial rights of the Government and of persons directly affected by the agency's activities." and (b) "The head of each Federal Agency shall establish such safeguards against the removal or loss of records as he shall determine to be necessary and as may be required by regulations of the Administrator."

3. Because the records of the predecessor agency have properly and legally come into the possession of the CIA, the moral and legal responsibility for the protection of these records becomes the responsibility of CIA. An archival principle of long standing that has naturally become a principle of records management requires that the integrity of a record series not be destroyed. Such integrity involves the original arrangement of the records which is an expression of the planning and procedural requirements of the administrators of the agency. It is also an expression of the manner in which records were collected, used and maintained. This principle of archival management has been and continues to be violated through the incorporation of OSS records into current files.

4. Records are maintained and some are preserved because they have potential and real value to administrators and operating officials. The records of the OSS are rightfully being made available to present officials of the Agency so that these officials may take advantage of the experiences and information gathered by the predecessor agency. However, every known safeguard should be taken to preserve the record and the integrity of the record of the Office of Strategic Services.

Recommendation No. 13

It is recommended that all OSS records be collected and moved to the Agency's Record Center. This action should be taken as promptly as possible with one consideration for efficient utilization and management.

The following action would then be taken by the General Services Office.

a. Prepare and issue an agency notice requesting all offices to identify and inventory all OSS records in their possession. From these inventories will be prepared detailed series descriptions.

b. Upon concurrence with appropriately interested officials, authority will be obtained from the National Archives and Congress for the destruction of those records that have, or will have become useless after a specified number of years.

c. The remaining evidentiary records would be appropriately preserved among the agency's archives.

FINDING NO. 8 - SUMMARY MEMORANDA PREPARATION

The preparation in RI of summary memoranda in reply to requests for name check information is cumbersome and costly.

Comment

25X1

25X1

[blank] intelligence analysts and [blank] typists in the [blank] are responsible for the preparation of summary memoranda. The specific steps that are involved in this process are as follows:

1. Searching the Name Index to determine all references.

2. Withdraw the referenced documents from the files and prepare in draft form, the summary memoranda on the basis of available information.

3. Submit this rough draft to the appropriate division for editing, which may involve the exclusion of certain sensitive material or the inclusion of pertinent material available to the division that is not available to RI personnel.

4. Return to RI for preparation of finished memoranda.

The monthly activity report of the Records Integration Staff reveals that an average of 295 memos are prepared each month. Charging the [blank] employees previously mentioned and using an average of 22 working days per month, each employee is producing a single memo in approximately 3 working days. There are two reasons for this low productivity: (a) the difficulty in obtaining referenced documents, and (b) the preparation of the draft memo prior to obtaining the professional help and guidance of division personnel.

With the establishment of a file station in the division, it appears that this function could be performed more effectively and efficiently if initiated (for instructional purposes) by the area desks and completely accomplished by an employee in the Division file room.

Recommendation No. 14

1. The survey team strongly feels that summary memoranda replies to name check information should be prepared under the general guidance of the division case officers. The clerical unit involved in preparing the reply should be performed by personnel assigned to the division file station.

It is our understanding that a staff office of DD/P now exercises some types of centralized control over the coordination and final clearance of name check requests. Such coordination control would be continued under the proposed system.

FINDING NO. 9 – MECHANICAL METHODS EXPEDITE FILE REFERENCES

Considerable time is required in making searches through files which are housed in several different physical locations in one or more buildings.

Comment

Many government agencies and private businesses use various mechanical methods to expedite references to files which cannot be housed in such a manner that they are available to all those who need them.

Recommendation No. 15

That the use of such methods as Telautograph, Teletype, or other mechanical processes be investigated for adoption in expediting references between various organizational units. Such mechanical methods must provide for secure transmission of messages.

FINDING NO. 10 - APPLICATION AND USE OF PUNCHED CARD METHODS

It was determined by persons in the Organization and Methods Service who made the staff study of the Records Integration Staff, OSO, in March 1952, that punched card methods were applicable to the Crypto-Pseudo Control file. This report indicated that these methods would be used as soon as policy determination had been made as to the feasibility of merging the OSO and OPC by Crypto-Pseudo files, which at that time were maintained separately.

Comment

The Crypto-Pseudo file, representing the combined OSO and OPC records, consists of approximately 35,000 cards. Essentially there are three files:

    a. Blue cards indicating real names;

    b. White cards indicating aliases, pseudonyms or cryptonyms;

    c. Salmon cards indicating when true identity is not known to Cryptic Reference Staff.

This requires the typing of three separate cards and sorting them alphabetically and inserting them in the appropriate files. The use of the punched card method would permit mechanical reproduction of as many additional cards as is necessary once the basic information has been established in a single card. Consequently, from a basic card, additional cards can be reproduced by the punched card method at the rate of approximately 40,000 per day. This is considerably faster that the time required to type cards under the present method. In addition, once a card has been established, lists can be prepared in accordance with any desired arrangement at a rate of approximately 60,000 item per day. This, too, is considerably faster than typing.

Recommendation No. 16

That arrangements be made to convert the Crypto-Pseudo file from the present 3x5 cards to punched cards. The General Services Office will be glad to assist in the development of this project.

The Crypto-Pseudo file should be maintained by the DIP central file station.

FINDING NO. 11 - RECORDS MANAGEMENT PROGRAM FOR DEPUTY DIRECTOR (PLANS)

The Chief, Records Integration Division, FI, is responsible for over-all administration of the DD/P records management program, as outlined in ☐

Comment

The stated objectives of the program for DD/P in the above referred to regulation include the following:

1. Identification and preservation of records with permanent value.

2. Identification of vital materials and their movement to the Repository for safe keeping.

3. Disposal of non-record material.

4. Promotion and records utilization through the improvement and standardization of filing processes, systems, equipment and procedures.

5. Retirement of non-current records.

6. Development and application of microfilm techniques and projects in relation to the vital documents program and maximum utilization of space.

7. Establishment of a medium through which Senior Staff and Area Division Records Officers may receive advice and assistance in matters relating to records and their administration, both in headquarters and field stations.

The extent to which this program has been carried out for DD/P seems to be limited to the RI Division. Persons in the WH Division with whom we discussed this subject, did not seem to be generally aware of a records management program and there was no evidence of a specific project along the lines indicated in the stated objectives except in relationship to vital materials.

The primary efforts of the RI with respect to carrying out a records management program within the division appear to be largely in the vital materials area. An active vital materials program is under way and regular deposits are being made. A tabulation showing the frequency and type of deposits made for the DD/P area between 1 July 1952 and 30 June 1953 is shown on page 58. A review of this tabulation indicates that 1094 reels of microfilm and 1,923 packages of documents have been deposited. Discussion with the Chief of RI indicates that they are now making efforts to substitute documents for microfilm where possible.

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The development of records disposition schedules and disposal lists are one of the major objectives of a records management program. As of this date, the Chief, RI, indicates that two such schedules and lists have been prepared. These cover a relatively small percentage of the total records holdings in the DD/P area. Inventories of records are now being taken, however, in all of the area divisions and a substantial number of schedules and lists should result in the near future from the activity in this phase of records management.

The retirement of inactive records from valuable office space to less expensive Records Center space is another important objective of any records management program. The Agency Records Center has received only one request to take over inactive records. This was for a few rolls of film.

Recommendation No. 17

17. It is recommended that:-

   a. An active records management program be established for the entire DD/P area to include the following major activities:

      1. Records creation control; creating adequate records for documentary purposes and preventing the creation of unnecessary records;

      2. Records maintenance control; establishing uniform procedures and systems for maintaining current and semi-current records;

      3. Records disposition control; including retirement, preservation and disposal of records.

   b. A minimum staff of four analysts, one GS-13 and three GS-12, be established to carry out these functions. The GS-13 analyst would be the records administrator for Clandestine Services and be responsible for the development of standards for the creation, maintenance and disposition of records. In addition, this employee would be responsible for assuring that the records program of Clandestine Services conforms with that of the Agency.

   c. This staff report directly to the Chief of Administration for DD/P.

The suggested responsibilities for the Records Management Staff, DD/P, are shown on pages 59 and 60.

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DD/P VITAL MATERIALS PROGRAM

Rate of Deposit - 1 July 1952 thru 30 June 1953

MONTH	PACKAGES OF DOCUMENTS	MICROFILM (REELS)
July, 1952	22	112
August	389	12
September	6	104
October	203	–
November	447	–
December	109	132
January, 1953	90	26
February	104	–
March	116	76
April	138	169
May	126	231
June	173	232
	1,923	1,094

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SUGGESTED RESPONSIBILITIES OF THE DD/P RECORDS MANAGEMENT STAFF

I. Records Creation

A. Creation of necessary records to provide adequate documenta-
    tion including the:

    1. Designation of official record copies of correspondence
        and documents.

    2. The control and limitation on the number of copies of
        documents created.

B. Correspondence management, including instructions for
    preparation and utilization of form letters, pattern
    paragraphs, etc.

C. Forms management, including design of forms for maximum use
    and adequacy of the form records; limitation of number of
    forms and number of copies of forms. Determine at the time
    a form is created, the ultimate disposition of the form
    record.

D. Reports management, including adequate reporting, elimination
    of unessential copies of reports, elimination of obsolete
    reports and unessential filing of reports.

II. Records Maintenance

A. Determine proper organization of records to provide maximum
    utilization and security, including the establishment of:

    1. Centralized record facilities and/or

    2. Decentralized record facilities.

B. Establish and maintain a uniform system for classifying and
    filing records.

C. Develop standards and control the methods and procedures used
    in processing and filing all records, either centralized or
    decentralized.

D. Provide finding media to insure that efficient reference
    service is available and furnished.

E. Maintain a current master inventory of accumulated records
    of the office, including their types, locations and volume.

F. Periodically survey and inspect records activities.

G. Establish control procedures for receiving, recording and routing incoming communications.

H. Establish control procedures for clearance and dispatch of outgoing communications.

I. Provide for the identification and orderly deposit of Vital Materials.

J. Control the use of filing equipment and supplies.

III. Records Disposition

A. Provide for the storage, preservation, protection and servicing of semi-active or inactive records.

B. Evaluate records for administrative, legal, research, or other use.

C. Periodically survey records in order to remove inactive ones and plan for their retirement or disposal.

D. Develop office records retention and disposal schedules.

E. Secure any necessary clearance of proposed disposal of records.

F. Develop and submit, through the Records Management and Distribution Branch, lists and schedules requesting authority from the National Archives and Congress for the disposal of records as they outlive their usefulness.

G. Develop and execute procedures for the disposal of records in accordance with established practices and authority granted.

H. Insure the proper application of disposal authority.

I. Maintain adequate data to furnish information and reports on records disposal.

J. Control the application of microphotography to reports.

FINDING NO. 12 - USE OF PUNCHED CARD METHODS BY RI

Efforts have been made by RI to convert some of their existing manual processes to electrical accounting machine methods.

Comment

Some time ago, the RI staff requested the Machine Records Branch, General Services Office, to furnish them with a record of all names in the Personnel Status punched card file, established and maintained for the purpose of preparing personnel reports and statistics for the Personnel Office. This file consists of the names of applicants and employees of the Agency.

Since then, the Machine Records Branch has been furnishing RI each month, a card for all new applicants, new employees, and changes in employees' names. This is done mechanically by using the personnel status card which is prepared from personnel transactions as they occur.

The information in the Personnel Status card consists of name, date of birth, a code to indicate employee or applicant, and an indication as to the office assigned for new employees.

At least two divisions (EE and FE) and one staff office of FI have requested the assistance of the Machine Records Branch in determining whether they can develop a system for furnishing these divisions and offices with a system which would permit the establishment and maintenance of certain data by punched card method. These requests have come directly from the offices concerned. They indicate a need on the part of these offices to have such information available to them for their everyday needs.

Earlier findings and comments indicated the existence of so-called "prop" records in the WHD. These requests for assistance to develop a system by punched card methods further substantiates the findings, comments and recommendations made earlier in this report with respect to the needs of operating divisions.

Recommendation No. 18

It is recommended, however, that continued efforts be made to see if punched card methods are applicable to any other records keeping process in RI or throughout the FI. This function should be performed by the Records Management staff as suggested in Recommendation No. 18.

FIELD STATION	STATE DEPT. OR OTHER GOVT. AGENCY	AGENCY COURIER	CENTRAL RECORD FACILITY	DIVISION FILE STATION	DIVISION ACTION DESK

Prepares Reports and other Material

Prepares Pouch, Manifest, etc.

Transmit To State or other Govt. agency

File Copy of Manifest

File Receipt

Receive Pouch

Receive Pouch and Sign Receipt

Receive Pouch, Sign Receipt

File Receipt

Open Pouch

Remove Contents and Check against Manifest

Post "T.8" in Log

Sign Copy of Manifest and Return to Field Station

Send Copy of Manifest To Central Records

(Signed Copy of Manifest)

File Copy of Manifest

Sign Manifest and Return to Division

25X1

Take Necessary Action - Administrative & Operational Material Returns to Division

25X1

Prepare Disseminated Reports and Send To Division

25X1

Check Field Reports to Manifest File

Match with Suspense Copy of Manifest; Take Necessary Action.

File

Prepare C.E. Cards and Send Copy To Central Records Facility

File C.E. Cards By Name

File Field Reports By Source Code

File Disseminated Reports By Report Number

File C.E. Cards By Name

Check Report against Manifest File

File Report (Field) By Source Code

File Disseminated Reports By Report Number

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FINDING No. 13 - RECORDS ACCUMULATION

The total volume of records in DD/P is not known. An inventory is now being made in the area divisions, by DD/P personnel and when that is completed, there should be an indication of the current records holdings. The exact number of records in RI likewise is not known. The Chief, RI, recently stated that as of December 1952, RI had control over 1,068,312 papers under the CIA system. There follows a tabulation showing the number of documents filed by RI for the years 1950, 1951 and 1952.

Year	Number of Documents
1950	214,688
1951	313,957
1952	568,862
Total	1,097,507

Work report data are not available to show the records accumulated or filed prior to 1950. The above data, however, indicates that there has been a constant increase in documents filed since 1950. A comparison of the number filed in 1952 with 1950 indicates an increase of over 160% in work load.

The number of documents filed in 1952 (568,862) required the equivalent of 47 5-drawer file cabinets. If these records were housed in inexpensive letter-size steel cabinets, they would cost $3,430; if they were filed in safe-type cabinets, the equipment would cost $11,219. The total value of all filing equipment in RI, as of 6 July 1953, is shown below:

Type	Number	Estimated Value
Five-drawer (Non-lock; non-safe)	438	$ 31,974.00
Four-drawer (safes)	195	46,548.45
Card files (3x5)	213	23,004.00
Total		$101,526.45

Comment

If the rate of growth continues on the basis of 1952 experience, the investment in filing equipment at the end of ten years would be approximately $200,000.

The tabulation on the following page shows the rate of growth of the Main Index between 1947 and 30 June 1953. The average rate of increase has amounted to approximately 900,000 items per year. This index consists of names of personalities and impersonal things, and is recorded on 3x5 cards. The above data also indicates the large and constant growth of records in RI.

13

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Papers are the tools of administrators and operating officials. Some possess long time values and should be maintained for a like period of time. Others possess only transitory value and should be eliminated rather quickly in accordance with their true value. Finding No. 11 indicated that only two records disposal schedules had been prepared to date for a relatively small percentage of DD/P records.

In the absence of a well developed plan for the retirement of records that are no longer needed to carry out day to day activities, there is a continued increase in space and equipment needed to house the records and an increase in the number of personnel needed to service the records. With such increases, the records become more unmanageable each year. Consequently, it is essential that an active records management program be established as proposed in Recommendation No. 17.

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RATE OF GROWTH OF MAIN INDEX (RECORDS INTEGRATION)

FOR THE PERIOD 1947 THRU 30 JUNE 1953

Period	Number of Items
1947	550,000
1 Jan. '48	981,000
30 June '48	1,421,000
1 Jan. '49	1,843,000
30 June '49	2,274,000
1 Jan. '50	2,706,000
30 June '50	2,899,000
1 Jan. '51	3,323,000
30 June '51	3,818,000
1 Jan. '52	4,206,000
30 June '52	4,640,000
1 Jan. '53	5,200,000
30 June '53	5,800,000
TOTAL	39,661,000

Note
    This file contains names of personalities and names of impersonal things, such as organizations; approximately 95% of the file pertains to personalities.

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SECTION IV - IMPLEMENTATION OF RECOMMENDATIONS

Because this report is based solely upon the relationship of records
and records practices in the Records Integration Staff and the Western
Hemisphere Division, the implementation of the recommendations included in
it might appear to be limited to this relationship. It would be amiss, how-
ever, not to speculate that there is a definite relationship between the
records and the use of the records created and maintained in Senior Staff
Offices and other Area Divisions. More specific relationships must certainly
exist between records maintained in field stations and the parent Area Divisions
at headquarters. And except that record content is different or there exists
some variance in specific activities in other Area Divisions, the findings per-
taining to the Western Hemisphere Division should be applicable generally to other
Area Divisions. The implementation, therefore, of any recommendations contained
in this report should be accomplished only with due consideration for the records
maintained in other Area Divisions, Staff Offices and field stations. Only with
such consideration will there evolve an effective and efficient records manage-
ment program in Clandestine Services.

It is suggested that the following steps be taken to implement the major
recommendations in this report:

1. The initial step in this implementation would be the establishment
    of an [   ] in the Western Hemisphere Division.
    Following such establishment and gradual testing and installation of
    techniques and methods recommended in this report, there would evolve
    standards for records practices that could be applied generally to
    all segments of Clandestine Services. In addition, this facility would
    offer the initial ground for the training of personnel, which experience
    would be used for the establishment of similar facilities and operations
    in other Divisions and Staffs.

2. If the recommendation for the establishment of an official records
    facility in the Western Hemisphere Division is acceptable, such
    acceptance would lead to the transfer of certain functions to the
    Divisions and staffs that are being performed currently by the
    Records Integration Staff. This transfer would result in an immediate
    reduction in the number of personnel needed in RI. It appears
    logical, then, that the facilities in the Divisions and Staff
    Offices would be staffed by surplus RI personnel. An estimate of
    the Divisions and staff offices personnel requirements is as follows:

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SECTION IV

Divisions -   25X1

Staff Offices -   25X1

3. With the establishment of fully staffed [   ]   25X1
    [   ] in the Divisions and staff offices, the reduced
    Central Facility would consist of the following functions
    along with an estimated number of personnel to perform these
    functions:

    a. [   ] (Approximately [ ] employees) to   25X1
        maintain the central index facility, consisting of:

        (1) An alphabetical index file of personalities and subject
             matter on 5 x 8 inch cards, containing summaries of
             Field Reports.

        (2) A file of all Field Reports maintained in numerical
             sequence by field station.

        (3) A complete set of disseminated reports filed numerically
             by dissemination number, and cross referenced to Field
             Reports. (Note: An administrative regulation should be
             established that files may not be removed from this
             facility in order that reference material is constantly
             available.)

    b. [   ]   25X1
        to distribute regulations and notices to DD/P activities.

    c. [   ] to   25X1
        pick up and deliver mail between staff and division registries
        (file station).

    d. [   ] to per-   25X1
        form duties in connection with the administration and control
        of code designations in CIA, including pseudonyms, aliases,
        cryptonyms, and special indicators.

The recapitulation of the personnel requirements for the staffing of records facilities under the proposed reorganization is as follows:

ORGANIZATION	PERSONNEL
Records Staff	
Area Divisions	
Staff Offices	
Total Required	

25X1

As a result of the reorganization, the change in authorized strength is as follows:

25X1

Present Authorized Strength	
Recommended	
Positions eliminated	

The [   ] positions eliminated is the estimated minimum savings that would result from the implementation of recommendations contained in this report. However, such savings are of secondary importance to the functional responsibilities of Foreign Intelligence. The accessibility of the recorded experience and information collected by FI is of primary importance. A greatly improved reference service that will facilitate operations is a task that must be faced promptly by the administrators of the Foreign Intelligence Group. The recommendations in this report should contribute toward that improvement.

It must be understood that no function of RI will be discontinued as of a specific date. Generally, present records accumulations must be maintained and serviced in accordance with present procedures and methods. New records accumulations will be arranged and serviced in accordance with the newly developed systems. The reassignment of personnel, and the installation of new procedures will be gradually accomplished and in such a manner that will not interfere with operations.

The qualified personnel of the Records Management and Distribution Branch, General Services Office, will be made available to assist in carrying out any acceptable recommendations.